

# Risk Register Reports

## Key to Report Symbols













### 1. Risk Levels

Likelihood	High	4	7	9
	Med	2	5	8
	Low	1	3	6
		Low	Med	High






**Impact**

Risk level not yet assessed: 

### 2. Risk Movements (changes in assessment)

First assessment			
	Low	Med	High
No change			
	Low	Med	High
Increasing			
	L to M	M to H	L to H
Reducing			
	M to L	H to M	H to L
























### 3. Risk Status (performance against target)

On target	
Ahead of target	
Behind target	
Failing	
Not yet assessed	

### 4. Action Plan Status

Work In Progress	
Work Not Yet Started	















Objective: To keep the annual council tax increase to a minimum whilst offering high quality services. (cp/0607/01)

Risk	Risk Levels		Status	Action Plan	Due Date	Status	
	Current	Target					
R/0125	<b>MTFS financial projections must be robust enough to support sound strategic planning.</b>  M/M	 L/M		<b>Risk Treatment Actions</b>			
				1	Develop and implement financial training plan for both finance and non-finance staff.	01-Oct-06	
				2	Seek to free up, or obtain, resources to implement financial training plan.	01-Oct-06	
R/0126	<b>Financial management arrangements may not be strong enough to support cost effective service delivery.</b>  M/M	 L/L		<b>Risk Treatment Actions</b>			
				1	Utilise CIPFA Financial Management Model to establish base line position and devise action plan (including training etc.)	01-Oct-06	
				2	Utilise Audit Commission's "Use of Resources - Key Lines of Enquiry".	01-Oct-06	
R/1153	<b>Capital Programme becomes unaffordable and threatens commitment to keep Council Tax increase to 4.9%</b>  L/H	 L/H		<b>Risk Treatment Actions</b>			
				1	Ensure that unsupported borrowing is kept to a minimum (estimated that £1million over 5 years is the most that could be prudently afforded).		
R/1154	<b>Failure to achieve "Gershon" efficiency savings.</b>  L/M	 L/M		<b>Risk Treatment Actions</b>			
				1	The Council will pursue efficiency savings at least as large as those in the Gershon Strategy.		
				2	Work with other local authorities and public bodies to achieve such gains.		
R/1155	<b>The cost of repairing and maintaining municipal buildings threatens the financial stability of the Council.</b>  L/M	 L/M		<b>Risk Treatment Actions</b>			
				1	Seek to reduce the long term costs of repairing and maintaining municipal buildings.		

**Objective: To develop more effective community engagement to ensure the views of our citizens are taken into account during our decision making process. (cp/0607/02)**

Risk	Risk Levels		Status	Action Plan
	Current	Target		
<b>R/0083</b> <b>Citizens' views may not be taken into account during the Council's decision making processes.</b>				<b>Risk Treatment Actions</b> <b>Due Date</b> <b>Status</b>
	M/M	L/M		1    Review the consultation Strategy to ensure that it complies with equality standards for consultation    01-Apr-06 
				2    Develop a Youth Strategy to ensure that young people and students are reached    01-Apr-06 
				3    Take account of public response to the Planning Development Framework "Core Strategy" consultation.    01-Oct-06 
<b>R/0084</b> <b>There could be a lack of cross-connection with the Consultation Strategy</b>				<b>Risk Treatment Actions</b> <b>Due Date</b> <b>Status</b>
	M/M	L/M		1    Effectively use the annual Consultation Plan to join up consultation activity within the Council and reduce "consultation overload"    01-Apr-06 



























**Objective: Refocus services around the needs of our citizens and other customers and improve customer satisfaction with both the Council and the services it provides. (cp/0607/03)**

Risk	Risk Levels		Status	Action Plan
	Current	Target		
R/0998 <b>Failure to continue integration of Council services into Customer Service Centres.</b>				<b>Risk Treatment Actions</b>
	M/M	L/M		1 Continue to roll out implementation of the Access to Services Review. 
				2 Provide walk-in Customer Service Centres in Lancaster and Morecambe Town Halls in 2007/08 
				3 Ensure that overall customer satisfaction increases from 48% to 56%. 01-Dec-06 
				4 Ensure that Phase 1 services are integrated into our Customer Service Centres. 01-Mar-07 
R/1156 <b>Failure to ensure that all customers in urban and rural areas benefit from improved services.</b>				<b>Risk Treatment Actions</b>
	X/X	X/X		1 Ensure that the ATS project provides "rural-proofing" to make sure that both rural and urban areas benefit from improved services. 
R/1158 <b>Failure to raise standards of service provided by staff.</b>				<b>Risk Treatment Actions</b>
	M/M	L/M		1 Ensure that EDPA process and training programmes cater for training staff in new methods of working 














**Objective: Provision of high quality accessible public toilets. (cp/0607/04)**

Risk	Risk Levels		Status	Action Plan
	Current	Target		
R/0999 <b>Failure to review and rationalise public toilet provision in the district.</b>				<b>Risk Treatment Actions</b>
	M/L	L/L		1 Review provision of toilets in the entire district with a special focus on Morecambe. 
				2 Capital resources required to provide high quality accessible public toilets. 
				3 Prioritisation programme needs to be identified. 

















































**Objective: To improve the cleanliness of our streets and public spaces in order to make them more attractive and useable. (cp/0607/05)**

Risk	Risk Levels		Status	Action Plan
	Current	Target		
R/0038 Insufficient revenue to improve street cleanliness.				<b>Risk Treatment Actions</b>
	M/M	L/M		1 Produce proper performance management systems 
				2 Produce adequate financial framework 
				3 Ensure resources are available 
				4 Ensure robust reporting mechanism 
R/0039 Failure to improve people's perception of street cleanliness.				<b>Risk Treatment Actions</b>
	M/M	M/L		1 Develop further positive PR. 
				2 Publicise objective measures (BV199). 
				3 Continue to utilise Best Practise. 
				4 Develop partnership working to improve synergy. 
				5 Make use of improved technology. 
				6 Develop Customer Service Centre. 
				7 Management of expectations. 
R/0043 Failure to meet statutory targets relating to street cleanliness.				<b>Risk Treatment Actions</b>
	M/M	L/M		1 Use the information obtained from the Customer Service Centre to improve the way the City Council delivers the service. 
				2 Review schedules. 
			3 Review of resources inputs - ongoing. 	
R/0046 Failure to undertake statutory duties in relation to dog control.				
	L/M	L/M		

**Objective: To improve the cleanliness of our streets and public spaces in order to make them more attractive and useable. (cp/0607/05)**









Risk	Risk Levels		Status	Action Plan				
	Current	Target						
R/0047	Inability to target dog enforcement with existing resources	 L/M	 L/M					
R/0111	Failure to carry out educational and promotional activities relating to dog enforcement.	 H/L	 M/L		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
					1	Attempt to secure further funding for promotional activities such as attending schools.	01-Oct-06	
					2	Draw up educational programme once additional funding is secured.	01-Oct-06	
R/0112	Lost opportunity to strengthen enforcement action relating to dumping and other nuisances.	 M/M	 L/M		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
					1	Joined-up working with PCSO's, Environmental Wardens in Poulton and the Arson Reduction Team in Poulton and the West End		
					2	Provide City Council funding for PCSO's, whose duties will be environmental enforcement.	31-Dec-06	

**Objective: Reduce waste in the district by recycling and re-use. (cp/0607/06)**
















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<b>R/0049 Insufficient revenue/capital to reduce waste by recycling and re-using.</b>				<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Clarification of future expenses - ongoing</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Sharing of Best Practice - ongoing</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td>Developing partnerships with schools/ furniture matters etc - ongoing</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>Commitment to continual investment - ongoing</td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>Promotion/ education etc - ongoing</td> <td></td> <td></td> </tr> <tr> <td>6</td> <td>Work through LWP.</td> <td></td> <td></td> </tr> <tr> <td>7</td> <td>Review of assumptions made for MTFS.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Clarification of future expenses - ongoing			2	Sharing of Best Practice - ongoing			3	Developing partnerships with schools/ furniture matters etc - ongoing			4	Commitment to continual investment - ongoing			5	Promotion/ education etc - ongoing			6	Work through LWP.			7	Review of assumptions made for MTFS.		
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<b>R/0053 Failure to implement Lancashire Waste Management Strategy</b>				<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Clarification of future expenses - ongoing</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Sharing of Best Practice - ongoing</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td>Developing partnerships with schools/ furniture matters etc - ongoing</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>Commitment to continual investment - ongoing</td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>Promotion/ education etc - ongoing</td> <td></td> <td></td> </tr> <tr> <td>6</td> <td>Complete planned phases of the introduction of wheeled bins and kerbside recycling.</td> <td></td> <td></td> </tr> <tr> <td>7</td> <td>Commence collection of plastics</td> <td>01-Oct-08</td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Clarification of future expenses - ongoing			2	Sharing of Best Practice - ongoing			3	Developing partnerships with schools/ furniture matters etc - ongoing			4	Commitment to continual investment - ongoing			5	Promotion/ education etc - ongoing			6	Complete planned phases of the introduction of wheeled bins and kerbside recycling.			7	Commence collection of plastics	01-Oct-08	
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**Objective: Reduce waste in the district by recycling and re-use. (cp/0607/06)**

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R/0054 Failure to meet statutory recycling targets.				<table border="1"> <thead> <tr> <th>Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1 Clarification of future expenses - ongoing</td> <td></td> <td></td> </tr> <tr> <td>2 Sharing of Best Practice - ongoing</td> <td></td> <td></td> </tr> <tr> <td>3 Developing partnerships with schools/ furniture matters etc - ongoing</td> <td></td> <td></td> </tr> <tr> <td>4 Commitment to continual investment - ongoing</td> <td></td> <td></td> </tr> <tr> <td>5 Promotion/ education etc - ongoing</td> <td></td> <td></td> </tr> <tr> <td>6 Continual review of performance.</td> <td></td> <td></td> </tr> <tr> <td>7 Complete planned phases (phases 5 and 6) of the introduction of wheeled bins and kerbside recycling.</td> <td>31-Mar-09</td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions	Due Date	Status	1 Clarification of future expenses - ongoing			2 Sharing of Best Practice - ongoing			3 Developing partnerships with schools/ furniture matters etc - ongoing			4 Commitment to continual investment - ongoing			5 Promotion/ education etc - ongoing			6 Continual review of performance.			7 Complete planned phases (phases 5 and 6) of the introduction of wheeled bins and kerbside recycling.	31-Mar-09	
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M/M	L/M																											
R/1160 Opportunity to introduce locally based facilities for plastics recycling.																												
X/X	X/X																											
R/1161 Opportunity to improve recycling for businesses																												
X/X	X/X																											











Objective: To improve the health of residents through the provision of sporting and leisure activities. (cp/0607/07)

Risk	Risk Levels		Status	Action Plan			
	Current	Target					
R/1000	Failure to meet leisure aims and objectives through lack of resources and/ or inability to maximise funding opportunities.				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>
		M/M	L/M		1	Effective performance monitoring is not yet embedded in the Authority as a whole though there are plans to improve this through a Corporate Performance Plan (due June 2004)	01-Jun-04
R/1001	Failure to maximise leisure funding opportunities/capacity building through an uncoordinated approach to partnering.						
R/1002	Failure to carry out cost/ benefit evaluation for service involvement in groups/ partnerships results in financial losses.						
R/1003	Failure to meet customer expectations due to inappropriate service provision and ineffective consultation.				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>
		M/M	L/M		1	The Access to Services Review is looking at aspects of customer care and corporate standards are expected to be delivered as a result.	
R/1176	Opportunity to review the provision of cultural services in the wider sense to all sections of the community.				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>
		X/X	X/X		1	Continue efforts to integrate the Council's leisure and sporting facilities and cultural services generally to improve both financial performance and access for all sections of the community.	





























Objective: To reduce crime and the fear of crime and to help residents feel safer in their communities. (cp/0607/08)

Risk	Risk Levels		Status	Action Plan	Due Date	Status
	Current	Target				
R/1017 Failure to work with partners in the Community Safety Partnership to make a success of the deployment of the new PCSOs.	 2	 1		<b>Risk Treatment Actions</b>		
	M/L	L/L		1 Evaluate with partners in the CSP the success of the new PCSO scheme and, in particular, the environmental PCSOs financed by Lancaster City Council. 		
				2 Work closely with all partners in the CSP to meet the partnership's crime reduction targets. 		
R/1162 Failure to make progress on the Community Safety Partnership's crime reduction targets.	 0	 0		<b>Risk Treatment Actions</b>		
	X/X	X/X		1 Work closely with the Police and other partners in the MAPS team and on action plans to reduce criminal damage and domestic violence. 		















**Objective: To reduce alcohol related violence and harm; reduce alcohol related anti -social behaviour. (cp/0607/09)**

Risk	Risk Levels		Status	Action Plan			
	Current	Target					
<b>R/1019 Failure to ensure that conditions imposed as part of the Licensing Act are enforced.</b>				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	M/M	L/M		1	Work with the Police, Primary Care Trust and other agencies within the Community Safety partnership to address issues around alcohol related violence and harm.		
				2	Work with the Police and other agencies to ensure that, under the Licensing Act 2003, licensable activities are properly licenced and that licence conditions are complied with.		
				3	Develop a strategy to reduce alcohol related harm (date to be agreed through the LSP).		
<b>R/1163 Failure to work with partners to reduce alcohol related problems throughout the district.</b>				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	M/M	L/M		1	Work with partners in the CSP and LSP including with the Police, the PCT, and the County Council (Trading Standards and Youth & Community) and voluntary organisations.		



























Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0607/10)

Risk	Risk Levels		Status	Action Plan				
	Current	Target						
R/0001	There may be loss of external funding for regeneration projects.	 L/M	 L/M					
R/0002	Loss of key staff in implementing EDZ projects.	 M/L	 L/L		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
					1	Set up project teams for key projects	01-Oct-06	
					2	Provide adequate resources for project delivery	01-Oct-06	
R/0003	Desire to create commercial development opportunities could place increased pressure on greenfield sites.	 M/L	 L/L		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
					1	Adopt Supplementary Planning Guidance.	01-Apr-06	
					2	Maintain progress on local development framework.	01-Apr-06	
R/0004	Council could take in liability for contaminated sites when acquiring land.	 M/H	 L/M		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
					1	Purchase Pollution liability insurance where required on projects	01-Apr-06	
					2	Ensure Pollution liability insurance is adequate and without "gaps"	01-Apr-06	
					3	Adopt SPG	01-Apr-06	
R/0006	Private sector may fail to invest in commercial growth.	 M/L	 L/L		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
					1	Ensure Council makes confident and logical decisions.	01-Apr-06	
					2	Ensure that Communications and PR promote positive image of decision making.	01-Apr-06	
					3	Report on EDZ contingency plans to EDZ Officers' Group.	01-Apr-06	
R/0007	Developers proposals for commercial development may be unacceptable.	 L/L	 L/L					








Objective: To make best use of European ERDF and other funding within the Economic Development Zone to provide new and refurbished individual and commercial space. (cp/0607/10)

Risk	Risk Levels		Status	Action Plan	Due Date	Status
	Current	Target				
R/0008 Adverse public opinion could restrain commercial growth.				<b>Risk Treatment Actions</b>		
	L/M	L/L		1 Further public consultation	01-Apr-06	
R/0009 Possible failure of a major capital project, or cost of over-run.				<b>Risk Treatment Actions</b>		
	L/H	L/M		1 Establishment of cross-service project teams for each main project.	01-Apr-06	
				2 Create individual project risk registers for each major capital project.	01-Apr-06	
R/0115 Potential opportunity arising from M6 link road being built could be lost.				<b>Risk Treatment Actions</b>		
	M/H	L/M		1 Engage public and media support.	01-Apr-06	
				2 Secure support of standing MP.	01-Apr-06	

**Objective: In Morecambe, to progress the West End Master Plan, regenerate the Central Promenade Area, and Neighbourhood Management in Poulton and the West End. (cp/0607/11)**







Risk	Risk Levels		Status	Action Plan	Due Date	Status		
	Current	Target						
R/0011	A lack of resources could hinder the full implementation of West End Masterplan.				<b>Risk Treatment Actions</b>			
		L/M	L/L		1	Implement Planning and Building Control structures 2005.	01-Apr-06	
R/0012	There may be a loss of community support for implementation of the West End Masterplan.				<b>Risk Treatment Actions</b>			
		M/M	M/L		1	Engage West End Partnership in implementation of West End Masterplan.	01-Oct-06	
					2	Provide dedicated staff resource for West End Masterplan.	01-Oct-06	
R/0013	Change of Government priorities could effect the West End Masterplan.							
R/0014	There could be a lack of public support for the West End Masterplan.				<b>Risk Treatment Actions</b>			
		M/M	L/M		1	Produce Community Engagement Strategy		
R/0015	Failure to obtain external funding for the West End Masterplan.				<b>Risk Treatment Actions</b>			
		M/M	L/M		1	Ensure Morecambe is identified by regional housing board as priority investment		
R/0016	Private sector may not respond to the West End Masterplan.				<b>Risk Treatment Actions</b>			
					1	Obtain EP and NWDA funding		
					2	Partnership working with private sector		
					3	Engage a primary private sector partner for West End		
					4	Undertake Master Planning exercise		

**Objective: A varied programme of festivals throughout the district. (cp/0607/12)**











Risk	Risk Levels		Status	Action Plan	Due Date	Status
	Current	Target				
R/1029	<b>Failure to provide a varied programme of festivals and events throughout the district.</b>	 L/M	 L/L		<b>Risk Treatment Actions</b> 1 To continue to work with both the private sector and other organisations to develop a successful programme.	
R/1175	<b>Failure to review the Festivals Innovation Fund and align it more closely with tourism.</b>	 H/L	 L/L		<b>Risk Treatment Actions</b> 1 Examine the effectiveness of the Festivals Innovation Fund and align it better with tourism.	
































**Objective: To improve the retail, leisure and residential offering in Lancaster City Centre. (cp/0607/13)**

Risk	Risk Levels		Status	Action Plan	Due Date	Status									
	Current	Target													
R/1031	<b>Failure to ensure that the Canal Corridor scheme meets local planning objectives.</b>	 H/M	 M/M		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Use a master plan approach for the scheme.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Use a master plan approach for the scheme.				
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**Objective: To regenerate Carnforth and its rural hinterland. (cp/0607/14)**

Risk	Risk Levels		Status	Action Plan		
	Current	Target				
R/0018	<b>6</b> L/H	<b>3</b> L/M		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>
				1 Confirm NWDA funding for Carnforth Market Towns Initiative to 2007/08.	01-Apr-06	
R/0019	<b>5</b> M/M	<b>3</b> L/M		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>
				1 Confirm NWDA funding for Carnforth Market Town Initiative to 2007/08.	01-Apr-06	
R/0020	<b>3</b> L/M	<b>3</b> L/M		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>
				1 Establish SLA with Carnforth & Area Regeneration Partnership (CARP)	01-Dec-05	
				2 Devise robust constitution for CARP which satisfies the requirements of NWDA and City Council as accountable body.	01-Dec-05	
				3 Implement ongoing PR and communication campaign in support of CARP and their activities.	01-Dec-05	
R/0021	<b>5</b> M/M	<b>3</b> L/M		<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>
				1 Allocate supporting staff resources from within regeneration team - ongoing.		



















**Objective: To take action on climate change and reduce the amount of energy used by both the Council and households across the district. (cp/0607/15)**

Risk	Risk Levels		Status	Action Plan																														
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<b>R/1032 Failure to reduce the amount of energy used by both the Council and households across the district.</b>	<b>2</b> M/L	<b>1</b> L/L		<table border="1"> <thead> <tr> <th>Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1 Undertake all works in the Council's Energy Management Action Plan.</td> <td></td> <td></td> </tr> <tr> <td>2 Energy efficiency measures at Salt Ayre Sports Centre.</td> <td></td> <td></td> </tr> <tr> <td>3 Implement national/ EU sustainability policies through planning decisions and implementation of Building Regulations.</td> <td></td> <td></td> </tr> <tr> <td>4 Examine ways in which the Council decision making and resource use can affect the determinants of climate change.</td> <td></td> <td></td> </tr> <tr> <td>5 The Council should improve its own energy efficiency and promote action by others.</td> <td></td> <td></td> </tr> <tr> <td>6 The Council should improve its own energy efficiency and promote action by others.</td> <td></td> <td></td> </tr> <tr> <td>7 Improve energy efficiency in municipal buildings.</td> <td></td> <td></td> </tr> <tr> <td>8 Examine alternative generation possibilities as "spend to save" initiatives.</td> <td></td> <td></td> </tr> <tr> <td>9 Use the new planning frameworks to promote best practice in energy efficiency and renewable energy use.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions	Due Date	Status	1 Undertake all works in the Council's Energy Management Action Plan.			2 Energy efficiency measures at Salt Ayre Sports Centre.			3 Implement national/ EU sustainability policies through planning decisions and implementation of Building Regulations.			4 Examine ways in which the Council decision making and resource use can affect the determinants of climate change.			5 The Council should improve its own energy efficiency and promote action by others.			6 The Council should improve its own energy efficiency and promote action by others.			7 Improve energy efficiency in municipal buildings.			8 Examine alternative generation possibilities as "spend to save" initiatives.			9 Use the new planning frameworks to promote best practice in energy efficiency and renewable energy use.		
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<b>R/1174 Failure to deal with the likely sea level rise for the next 50 years.</b>	<b>3</b> L/M	<b>3</b> L/M																																









**Objective: To increase the provision of more affordable housing, especially in the rural areas. (cp/0607/16)**

Risk	Risk Levels		Status	Action Plan																														
	Current	Target																																
<b>R/0104 Failure to provide affordable housing in areas of higher house prices.</b>	<b>5</b>	<b>3</b>		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Formulating bids to Housing Corporation to provide affordable housing - ongoing.</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Working with landlords to access accomodation in private housing sector - ongoing.</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td>Aim to increase the availability of housing, both for those with no realistic option except renting, and for those who are being priced out of high demand areas.</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>Ensure that the Housing Strategy and Local Development Framework reflect this.</td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>Make use of planning powers to ensure that all significant developments include a proportion of "affordable" homes and incorporate this requirement in the new Local Development Framework.</td> <td></td> <td></td> </tr> <tr> <td>6</td> <td>Seek to increase numbers of affordable homes in areas of particularly high housing demand.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Formulating bids to Housing Corporation to provide affordable housing - ongoing.			2	Working with landlords to access accomodation in private housing sector - ongoing.			3	Aim to increase the availability of housing, both for those with no realistic option except renting, and for those who are being priced out of high demand areas.			4	Ensure that the Housing Strategy and Local Development Framework reflect this.			5	Make use of planning powers to ensure that all significant developments include a proportion of "affordable" homes and incorporate this requirement in the new Local Development Framework.			6	Seek to increase numbers of affordable homes in areas of particularly high housing demand.			M/M	L/M
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<b>R/1173 Failure of partnership with Regional Housing Board, and other associations, to use shared ownership and social rented housing etc.</b>	<b>5</b>	<b>3</b>		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Work with partners to provide more affordable homes.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Work with partners to provide more affordable homes.			M/M	L/M																				
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Objective: Reduce levels of homelessness. (cp/0607/17)

Risk	Risk Levels		Status	Action Plan			
	Current	Target					
R/0022 Lack of resources to improve services to homeless people/ government funding ceases.				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	M/M	L/M		1	Implement the HMO Licensing Scheme and the Housing Renewal programmes operating in the Poulton and the West End areas of Morecambe.		
				2	Reduce both the numbers presenting themselves as homeless and those accepted.	01-Apr-07	
				3	Follow advice given by Lancaster University Homeless research Project.	01-Oct-07	
R/1170 Lack of emergency accomodation for the homeless.				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	M/M	L/M		1	Continue to work with Housing Associations and other partners.		
R/1171 Lack of provision for young people who become homeless.				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	M/M	L/M		1	Continue to work with Housing Associations and other partners.		
R/1172 Lack of provision for homelessness caused by domestic violence.				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	M/M	L/M		1	Continue to work with Housing Associations and other partners.		

**Objective: Council continues to improve; external assessment validates that improvement. (cp/0607/18)**

Risk	Risk Levels		Status	Action Plan	Due Date	Status
	Current	Target				
<b>R/0108</b>	<b>Failure to carry out the actions in the Corporate Improvement Plan.</b>	 M/L	 L/L		<b>Risk Treatment Actions</b> 1 Continue to implement actions and develop improvement plan - ongoing.	
<b>R/0128</b>	<b>Failure of Cabinet to prioritise corporate objectives effectively to meet the needs of the district.</b>	 H/M	 M/M		<b>Risk Treatment Actions</b> 1 Strategic Risk Register needs to be considered by Cabinet when setting priorities.	01-Apr-06 
<b>R/1033</b>	<b>Failure to improve sickness levels.</b>	 M/M	 L/M		<b>Risk Treatment Actions</b> 1 Reduce the average days lost to sickness to 10 days per employee by March 2007.	01-Mar-07 
<b>R/1034</b>	<b>Failure to undertake a pay and grading review of the workforce.</b>	 M/M	 L/M		<b>Risk Treatment Actions</b> 1 Complete the pay and grading review by March 2007.	

**Objective: To improve the Council's performance monitoring, management and reporting arrangements. (cp/0607/19)**




Risk	Risk Levels		Status	Action Plan												
	Current	Target														
R/1035 <b>Failure to improve the Council's performance monitoring, management and reporting arrangements.</b>	 M/M	 L/M		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Establish revised performance monitoring and reporting arrangements as set out in the Performance Management Framework.</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Implement the Escendency performance management system across all Council Services.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Establish revised performance monitoring and reporting arrangements as set out in the Performance Management Framework.			2	Implement the Escendency performance management system across all Council Services.		
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**Objective: To increase awareness of equal opportunities and diversity issues (cp/0607/20)**




Risk	Risk Levels		Status	Action Plan																								
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<b>R/0101 Failing to comply with the Race Relations Amendment Act 2000 and not achieving level 2 of Equality Standard for Local Government.</b>				<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Take account of and respond to forthcoming legislation - DDA (Pt III), religion/belief, sexual orientation.</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Work towards achieving Level 2 ESLG</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td>Extend training on diversity issues</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>Assess functions/ policies for relevance to race equality</td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>Review Race Equality Scheme</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Take account of and respond to forthcoming legislation - DDA (Pt III), religion/belief, sexual orientation.			2	Work towards achieving Level 2 ESLG			3	Extend training on diversity issues			4	Assess functions/ policies for relevance to race equality			5	Review Race Equality Scheme		
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**Objective: Opportunity to improve neighbourhood engagement and develop neighbourhood management as part of the Council's response to the Local Government White Paper (cp/1.4)**

Risk	Risk Levels		Status	Action Plan
	Current	Target		
R/1159    Failure of the Council's bid for Unitary status	 X/X	 X/X		












**Objective: Making sure that regeneration encourages local small businesses and social enterprises and rural businesses. (cp/2.4.5)**

Risk	Risk Levels		Status	Action Plan
	Current	Target		
R/1164 Failing to ensure that regeneration encourages local small businesses and social enterprises and rural businesses.	 X/X	 X/X		
















**Objective: Develop a new regeneration programme based on the recently published Vision. (cp/2.5)**

Risk	Risk Levels		Status	Action Plan	Due Date	Status
	Current	Target				
R/1165 <b>Failure to regenerate the area in accordance with the published Vision.</b>	 M/M	 L/M		<b>Risk Treatment Actions</b>		
				1 Develop a new regeneration programme based on the Vision.		
				2 Take advantage of new sources of funding from the NWDA, Europe and other agencies.		
R/1166 <b>Opportunity to redevelop the Central Promenade in Morecambe in partnership with Urban Splash.</b>	 X/X	 X/X		<b>Risk Treatment Actions</b>		
				1 Ensure that sustainability (environmental, social and economic) is at the heart of this programme.		
				2 Look at increasing employment opportunities across the district, but in Morecambe in particular.		











**Objective: Implement the new Tourism Strategy for the district. (cp/2.6)**

Risk	Risk Levels		Status	Action Plan	Due Date	Status													
	Current	Target																	
R/1167	Failure to adequately engage with partners to implement the new Tourism Strategy for the district.	 L/M	 L/M		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1									
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R/1168	Failure to increase tourism within Lancaster, Morecambe and the surrounding districts.	 M/M	 L/M		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Build on the identification by the LBTB and NWDA of Lancaster as a heritage tourism destination</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Ensure that the benefits are felt across the district.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Build on the identification by the LBTB and NWDA of Lancaster as a heritage tourism destination			2	Ensure that the benefits are felt across the district.				
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Objective: Determine how to influence the County Council in implementing a continued programme of road safety improvements and encourage alternatives to car travel. (cp/2.7)

Risk	Risk Levels		Status	Action Plan													
	Current	Target															
R/1169	Failure to influence design and delivery of highways schemes following closure of the Lancashire Highway Partnership.	 M/M	 L/M		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Work constructively with the County, and through Lancashire Locals, to ensure that schemes such as 20mph zones and the cycling demonstration town are completed.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Work constructively with the County, and through Lancashire Locals, to ensure that schemes such as 20mph zones and the cycling demonstration town are completed.						
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R/1182	Failure to further progress residents' parking schemes.	 H/M	 L/M		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> <th>Due Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Complete current rounds of consultation and, where agreed, progress the schemes.</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>Determine with the County Council how they will take forward requests for further schemes within the district.</td> <td></td> <td></td> </tr> </tbody> </table>	Risk Treatment Actions		Due Date	Status	1	Complete current rounds of consultation and, where agreed, progress the schemes.			2	Determine with the County Council how they will take forward requests for further schemes within the district.		
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**Objective: Clarify the Council's role in the provision of facilities for children and young people and community development. (cp/3.3)**

Risk	Risk Levels		Status	Action Plan			
	Current	Target					
R/1177 <b>Opportunity to prevent juvenile nuisance by providing informal leisure facilities for young people throughout the district.</b>				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	X/X	X/X		1	Provide kickabouts, youth shelters etc.		
				2	Ensure that such facilities are sited sensitively.		
				3	Develop further the Council's role in working with young people as well as children.		
R/1178 <b>Failure to improve playgrounds to meet modern standards.</b>				<b>Risk Treatment Actions</b>	<b>Due Date</b>	<b>Status</b>	
	H/L	M/L		1	Provide a smaller number of high quality playgrounds in areas where they are needed most.		

**Objective: Work with LSP partners on a new agreed programme of joint initiatives. (cp/3.5.1)**

Risk	Risk Levels		Status	Action Plan	Due Date	Status
	Current	Target				
R/1179	<b>Opportunity to develop new initiatives with LSP partners.</b>	 X/X	 X/X		<b>Risk Treatment Actions</b> 1 Consider initiatives such as action on smoking and new initiatives suggested by the sustainability partnership.	
R/1180	<b>Failure to identify additional resources for CCTV extension to Carnforth and "hotspots".</b>	 H/L	 M/L		<b>Risk Treatment Actions</b> 1 Work in partnership with other agencies to obtain additional resources.	

**Objective: Improve the Council's cemeteries. (cp/3.7)**

Risk	Risk Levels		Status	Action Plan	Due Date	Status					
	Current	Target									
R/1181	Failure to increase spending in order to improve the Council's cemeteries.	 H/L	 L/L		<table border="1"> <thead> <tr> <th colspan="2">Risk Treatment Actions</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Identify additional resources for cemeteries improvement.</td> </tr> </tbody> </table>	Risk Treatment Actions		1	Identify additional resources for cemeteries improvement.		
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